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REF 2841-66

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8 November 1966

MEMORANDUM FOR: Acting Deputy Director for Science and Technology
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ATTENTION: [REDACTED]

SUBJECT: Comments on Draft of "Project Officers Handbook"

1. The following represents OSA's comments on subject Handbook:

a. The Handbook appears to be a useful guide to project officers even though implicit exception is accorded OSA/OSP (NRO funded) programs, and a partial exception to those Agency funded programs which use the OSA/OSP contracting offices, rather than the Office of Logistics.

b. While a detailed, mandatory application of all the procedures of the Handbook would make any Research and Development program unwieldy, the material presented forms a very useful set of guidelines to any officer involved in the procurement of developmental work. This unwieldiness is explicitly recognized in the Handbook, but is required for large programs.

c. Even in OSA, for NRO programs, the guidelines would be very useful, inasmuch as the NRO generally works in and around the equivalent procedures of the Department of Defense. The exception from the practices outlined in this Handbook should be with the full and explicit understanding of the officer as to the existence and rationale of the exception. These guidelines, if fully circulated and understood by the project officers, would give an awareness of the steps and procedures often necessary. The necessity might otherwise only become apparent

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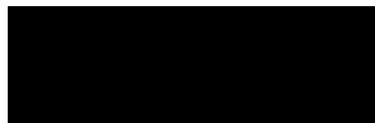
after some roadblock is uncovered or after program difficulties emerge because of insufficient groundwork on the part of the project officer.

d. The usefulness of the guidelines is in detailing to the project officer the types and amounts of information which will be necessary during the progress of the program -- even if exception is taken to the processing of paper work through the many offices. Of particular interest in this aspect is the discussion of the precontractual efforts, RFP's, RFQ's, etc., where the dangers of excessive requests are noted, and the requirement for the technical officer to explicitly advise the potential contractors that he is not authorized to obligate the government, either with respect to precontractual or contractual expenditures.

e. Further information of use to the OSA project officers is in those sections involved with the OCS programs and records on contractual matters; the information which is available on Agency contracts and the types of information which the project is expected to supply. In particular, these procedures should be understood by OSA personnel, as it is desirable, as well as inevitable, that the OSA contract records will become automated; the first steps toward this are becoming obvious.

2. Since each section of the Handbook had been previously coordinated with OSA, we have no further constructive comments about the content.

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Acting Director of Special Activities

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